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19 August 1954

MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT : The Use of the Junior Officer Training Program to Facilitate Training of DDP Personnel

1. PROBLEM:

To increase the Table of Organization of the Junior Officer Training Program (JOT) in order that there will be an increased flow of trained junior officers ready to replace operational personnel to be sent to training programs.

2. ASSUMPTIONS:

a. In view of the commitments the Agency will be required to undertake in support of NSC 54-12, its training requirements will increase qualitatively as well as quantitatively.

b. Supervisors will wish to give additional training to their subordinates if the progress of current work is not to be impeded.

3. FACTS:

a. In effect the JOT Program began as a pilot operation. As it has evolved, it has gained increasing recognition by the components of the Agency as indicated by these facts:

(1) The demand for Junior Officer Trainees (JOT's) by the major components of the Agency greatly exceeds the supply.

(2) In the report of his survey of the Office of Training, dated 21 April 1954, the Inspector General wrote "... the Junior Officer Training Program has been successful ... it is accomplishing its mission and has been constantly improving. Specifically:

(a) The Junior Officer Trainees are an above-average group, mature mentally, attractive personally, generally motivated toward a career in CIA, and extremely good potential for future Agency leadership . . . "

(3) The Program for the Career Development of Junior Personnel (JCD) was created by the CIA Career Service Board as the counterpart of the JOT Program, to be modeled along similar lines but for personnel in Career Staff or Agent status.

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b. The establishment of the JCD Program has reduced the number of slots for the JOT Program, which originally numbered 150, from 90 to 60.

c. There is strong reluctance among many supervisors to release a capable employee for training once he has been assigned specific duties and responsibilities.

d. There is growing recognition that the JOT Program is the only mechanism that will permit the release of personnel from duty assignments for training with a minimum of loss to operational efficiency due to the fact that the Junior Officer Trainees have received basic training, are immediately available, and have been screened in advance for the type of work they will perform.

e. It has been demonstrated by experience in a considerable number of instances that JOT's constitute suitable replacements for employees performing duties up to and including GS-13 level.

#### 4. DISCUSSION:

a. The reduction to 60 in the number of slots for JOT's caused by the creation of the JCD Program has come just as the costly University Consultant-Contact Program for the identification and recruitment of highly qualified JOT candidates has begun to gain momentum and as the Army and Air Force are opening their ROTC programs to recruitment by CIA. Furthermore, the full effect of the OCS/JOT Program is just beginning to be felt in that the military tours of these officers who are very promising candidates for civilian service in CIA will expire in increasing numbers. All of these men will have had basic training as well as some on-the-job experience. In other words, we have reduced the number of slots for the JOT Program at the same time that we have increased our potential for employing and using larger numbers of first-rate people. If the recruitment and training of highly qualified young people for Career Service will continue to be desirable for the Agency, then here is a contradiction between the established means and anticipated ends, which gives cause for grave concern.

b. At present there are 35 JOT's assigned to the DDP for on-the-job training. It had been hoped that these assignments would result in releasing regular staff personnel for training. While this has taken place in some instances, they have been the exception rather than the rule. More JOT's have been placed in jobs for which there were slot vacancies than otherwise. It is significant, however, that they have shown the capability to take over these positions effectively.

c. There is need for people who have language and area knowledge. Here are examples of comments we hear steadily:

"We are sending him to   this September, but we haven't

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been able to release him from his duties to study  Right now he doesn't know a word."

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"Why don't people ever send anyone here who can speak

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"We are too busy to teach Serbo-Croat, so we may let them do French which is easier."

"I have long ago given up hope of finding a Deputy (Branch Chief) with knowledge of the area and its language."

d. At present there is no normal provision for meeting unusual or sudden requirements for well trained personnel without disrupting important work of some office or offices, witness the experience with such operations as PBSUCCESS

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e. It is a significant fact that a number of JOT's now in training report that they have had more training courses than most if not all of the individuals in the components to which they have been assigned for on-the-job experience.

f. The typical JOT has been screened and trained. He is eligible for Full General Duty and for SI Clearance, has a fine educational background, is capable, and possesses high potential for future usefulness. He has been assessed and his qualities evaluated. He is versatile as well as adaptable. After having completed two or more basic intelligence courses, he is in on-the-job training and is therefore doing productive work as he learns this business. He is mobile and can be made available for designated assignment on short notice. While on the Table of Organization of the Office of Training his assignment to replace another employee could be effected without prejudice to the Table of Organization of the receiving component.

g. The effective performance of the JOT's and the use to which they have been put indicate the worth of the Program. The value of these people has been demonstrated by the increasing demand for them by the operating offices. Much know-how has been gained in the administration of the Program. Sources of recruitment of high-quality JOT's have been appreciably expanded. The Office of Training is prepared to increase the production of trained JOT's to be used to meet the coming needs of the Agency.

##### 5. CONCLUSIONS:

a. The basic cause for the reluctance of supervisors to give training to those who need it can be remedied by supplying well qualified substitutes for the period of training.

b. Through the appropriate use of JOT's by the operating offices there is opportunity to provide training for their people who need it.

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c. Junior Officer Trainees should be used to release staff personnel for training.

6. RECOMMENDATIONS:

It is recommended that:

a. The T/O strength of the Junior Officer Training Program be restored to its original 150 slots for the period of the next five years.

b. The above increase be made contingent, wherever possible, on the assignment of Junior Officer Trainees as replacements for personnel released by the operating offices to be trained.

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MATTHEW BAIRD  
Director of Training

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